

**Memorandum Re: The Director's Trip**

At a meeting called by the Director on 16 October 1956 to brief senior officials of the Agency on his recent trip around the world the following persons were present: Mr. Dulles, General Cabell, Messrs. Wisner, Amory, Kirkpatrick,

[redacted] Angleton, [redacted]  
[redacted] DCI first commented that he had been most favorably impressed by all our personnel and the fine jobs they were doing in their respective areas. He noted some areas of operational weakness and some areas where personnel strength was inadequate but that by and large he had been highly pleased with his observations. He had the following comments to make and action requests of various persons present:

1) Noted that living conditions were very bad in some areas and wanted to know if any of our legislation or legislative proposals provided for accelerated retirement and/or other benefits for such hardship posts. Mr. Kirkpatrick stated that our proposed legislation provides for an accelerated retirement in such cases but that at the present time we can only attempt to give our personnel at hardship posts certain breaks on annual leave or by informally cutting their tours short. General Cabell noted that we must follow [redacted]

[redacted]  
[redacted] DCI requested Mr. Kirkpatrick to look into what action can be taken to remedy this situation and to come up with proposals whereby we can give our Chiefs of Station authority to at least permit our people periodic vacations to mountain resorts or elsewhere out of a hardship area at our expense, including wives and children. ACTION: IG.

[redacted]  
3) Stated he had found in several instances that there should be more advanced planning for replacements of key personnel in various stations. He noted this was a very difficult problem but expressed the belief that planning in some areas must take place one to two years in advance of the

*Per DCI request the IG is following up on items mentioned in the attached as well as various action items in DCI's trip report and will submit a report during the trip.*  
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actual replacement of key personnel with a substantial overlap allowed between tours. There was considerable discussion on this point and General Cabell suggested a group of "floating station chiefs" to be available as high level replacements in various areas and commented that ceiling problems should not be allowed to interfere with our efforts in this regard. ACTION: DD/P.

4) Stated that he planned to take up with the Secretary

[REDACTED]

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[REDACTED]

6) Observed that in his travels he had many requests from Stations for senior SR men to be assigned.

[REDACTED]

[REDACTED]

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8) Noted he had received information indicating that various stations had had unsatisfactory experiences with [REDACTED] mechanical failures. This matter was discussed at some length and it was pointed out by COP that this is a problem which is constantly being worked upon.

9) Expressed belief that we were not making full use of [REDACTED] material at our various stations. He requested Mr. Amory to look into the whole situation and see what might be done to improve this. ACTION: DD/I.

[REDACTED]

11) Suggested that the [REDACTED] training base might be useful in helping to solve a training problem involving [REDACTED] which has been encountered by the [REDACTED] Station. ACTION: DD/P.

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12. Raised the question of whether or not we should work toward establishing an intelligence liaison with the [redacted] [redacted] He suggested that while this is a most ticklish question, it be given careful consideration by the appropriate DD/P elements.

13. Stated he was informed that the principal reasons for our lack of coverage in [redacted] are cover and communications. He stressed that we should attempt to obtain coverage in [redacted] as soon as possible and expressed the belief that [redacted] there should be able to afford cover. He requested that the Commo problem be examined and a solution found in coordination between DD/P and [redacted]

14. Noted that in [redacted] the personnel did not have in their possession any stand-by emergency communications sets and said it was his understanding that all personnel were supposed to be equipped with such sets. Mr. Kirkpatrick observed that all personnel are supposed to have these sets and stated he would follow up on this matter. ACTION: IG.

15. Commented that in [redacted] and elsewhere he had been most impressed by the vast increase in cheap publications of various kinds put out by the USSR in both languages native to the areas and in English. He stated that these various books, pamphlets and other publications published in the USSR are having a growing effect on the young student element and are receiving wide circulation since many of them are distributed free of charge or at a very nominal purchase price. DCI asked to know the status of our own publishing project and stated he would be willing to spend several million dollars to combat the present USSR publishing and distribution effort in places like [redacted] He suggested that consideration might be given to the idea of holding a round table discussion with representatives of USIA, the State Department and various leading publishers. [redacted] was asked to explore the feasibility of this with USIA and State Department before approaching any publishers. Mr. Kirkpatrick also stated that he would ask [redacted] to discuss with [redacted] the possibility of its assistance in the publishing and distribution effort. ACTION: C/PP.

16. Expressed the belief that we should learn more of what is going on behind the scenes in [redacted] and stated that he would like to brief the OCB on the [redacted] situation. He requested that when [redacted] returns from [redacted] he prepare a briefing paper on the [redacted] [redacted] which DCI can use as a presentation to the OCB. ACTION: Mr. [redacted]

17. Expressed strongly his desire that the [redacted] Program be pushed. He stated we should supply Communist case studies

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18. Stated he found that in some instances circular messages giving FP themes and guidance to the various stations were not very carefully read and in some instances filed without action. He thought that the importance of these messages should be pointed out and that we should request reports back from the stations receiving these messages as to what action had been taken by them in their respective areas. ACTION:

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19. Stated that as a result of his observations in his travels he had about concluded that we could well have overt CIA representation at various stations and cited as an example the possibility that we should assign a perfectly overt representative identified as CIA on the  Counter-Subversion Committee. He asked that all present give this serious consideration as he would like to discuss this further at a future date. ACTION: Primarily DD/P.

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22. Expressed the belief that after discussions with personnel in Saigon, the consolidations and changes made after Ed Lansdale's departure will enable us to cut down somewhat on the size of our Saigon representation. He also noted that General Williams seemed somewhat dissatisfied with the lack of Order of Battle information from the Vietminh. ACTION: DD/P.

23. Observed that Indonesia is the ultimate great prize that the USSR is after in the Southeast Asia area and stressed

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25. In this general discussion DCI also noted that in [ ] some [ ] people had gotten into trouble with local authorities trying to purchase real estate and had to be bailed out by the Station Chief who was not even aware they were in his area. DCI requested that DD/P check into [ ] "independence" on this point.

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26. Noted that when the FE Command moves from [ ] to [ ] it may be desirable to somewhat increase our station at [ ] however this situation will be looked into at a later date.

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28. Stated he had found in some areas that the Stations did not believe the area desk heads at headquarters were fully cognizant of local conditions and problems. He expressed the desire that all desk heads be well qualified and personally knowledgeable of their particular area and asked DD/P to make a review to ascertain whether or not this is the case in all Foreign Divisions.

29. Stated that the language incentive program was not familiar to anyone he met in the field and asked why it had not been sent to the field. Mr.  noted that the regulation had recently been issued and undertook to find out why it had taken so long to be issued.

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